

Harvard University

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DEAN MICHAEL SMITH
HARVARD UNIVERSITY
UNIVERSITY HALL
CAMBRIDGE, MA, 02138

7 JULY 2011

Dear Dean Smith,

I am writing to let you know that I have decided to resign my position as a faculty member at Harvard effective August 1, 2011. While on leave over the past year, I have begun doing some extremely interesting and rewarding work focusing on the educational needs of at-risk teenagers. I have also been offered some exciting opportunities in the private sector. While I may return to teaching and research in the years to come, I look forward to focusing my energies in the coming year on these new and interesting challenges.

During my eighteen years at Harvard, it has been a great pleasure to teach so many bright and talented students and to work with so many dedicated colleagues. I will greatly miss them.

Sincerely,

A handwritten signature in black ink, appearing to read 'M. Hauser', with a long horizontal flourish extending to the right.

Marc Hauser